



## Memorandum

**To:** Justice Information Board Members and Designees

**From:** Brian LeDuc, Program Director

**Date:** 8/12/2004

**Re:** Report of the Program Director – July 21—August 16, 2004

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### **Decision Package and Strategic Plan**

DIS will submit the JIN decision package on August 18. A draft copy of the document is included as Attachment A. Mike McVicker will make a few edits before the final version is submitted.

The final draft of the JIN Strategic Plan, along with a cover letter is included as Attachment B. (The electronic version includes the proposed cover and the Executive Summary.) Upon approval, I will begin collecting member signatures and transmit the Plan to the Governor, as well as the other parties required by RCW 10.98.240.

### **Byrne Grant RFP**

DIS is scheduled to issue the Request for Proposals (RFP) on August 16. The steering committee (Tom Clarke, AOC, Trevor Esko, King County, George Helton, Yakima County, Dan Parsons, WSP and Cammy Webster, DIS) approved the document on August 11, and OFM accepted the RFP in principle the following day.

### **Summary Offender Profile**

Templar Corporation, the system developer, has revised the Design Document to include more information, including data sources. I am now trying to collect some records from AOC and WSP to allow Templar to complete functional testing and validate the application.

When this is completed, we will conduct a second pilot deployment. Mark Knutson of the Law Enforcement Support Agency (LESA) has agreed to cooperate in this effort.

### **Upcoming Conference**

The Bureau of Justice Statistics, Justice Research and Statistics Association national conference will be held in Seattle on October 28 and 29. According to the conference brochure, which is included as Attachment C, the conference will be of interest to

Policy and decision makers trying to determine effective strategies in juvenile and criminal justice; Program and project managers looking for the latest studies on cybercrime, identity theft, domestic

violence, substance abuse, reentry, sentencing, Project Safe Neighborhoods, and terrorism, and Researchers and analysts interested in discussing evaluation methodologies, performance measures, and data quality issues, as well as using IBR data, spatial analysis, and criminal history record information to do research and formulate strategies..

**Agency:** Justice Information Network  
**Decision Package Code/Title:** Program Office

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**Budget Period:** 2005-07  
**Budget Level:** Performance Level

**Agency Recommendation Summary Text:**

Governor Locke signed the law creating the Washington Integrated Justice Information Board (the Board) and objectives for the Justice Information Network (JIN) on May 7, 2003. The law also called for the Board to make a report to the Governor in September 2004 setting out specific goals for systems integration and “recommendations concerning legislative changes and appropriations needed to implement, operate, and enhance a statewide justice information network.” Over the last six years DIS has provided basic operational support for JIN initiatives. This package is closely linked with the Board’s September report and requests the funding needed to implement the Board’s recommendations in response to the law’s mandate.

**Fiscal Detail**

<b>Operating Expenditures</b>		<b><u>FY 2006</u></b>	<b><u>FY 2007</u></b>	<b><u>Total</u></b>
001 General Fund State		\$333,500	\$333,500	\$667,000
	Total Cost	\$333,500	\$333,500	\$667,000

<b>Staffing</b>		<b><u>FY 2006</u></b>	<b><u>FY 2007</u></b>	<b><u>Total</u></b>
	FTEs	3.0	3.0	3.0

<b>Revenue Detail</b>					
	<b><u>Fund</u></b>	<b><u>Source</u></b>	<b><u>FY 2006</u></b>	<b><u>FY 2007</u></b>	<b><u>Total</u></b>

**Package Description:**

This submission reflects a budget for 3 FTE’s to staff the JIN Program Office and operational costs for Summary Offender Profile, the first JIN application.

**Current State of Operations**

Until recently, JIN has served as a forum for the exchange of information regarding state and local projects. Over the last year, the Program Office has begun to assume responsibility for specific projects, such as the creation and maintenance of Technology and Design Principles and operational support for Summary Offender Profile, discussed below.

Since April 2003, five Board Members (AOC, DIS, DOC, DOL, WSP) have funded the position of Program Director, currently housed at DIS. At the same time, using federal grant funds, the Courts have developed an application that aggregates data from the AOC, DOC, DOL and WSP, eliminating the need to search multiple databases. This application, the Summary Offender Profile (SOP) will serve various JIN stakeholders, including law enforcement, corrections officers, prosecutors and courts. The envisioned service has been the focus of the JIN community for some time. The Program Office assumed responsibility for SOP in January 2004 and SOP was installed at the DIS data center in April. The application was piloted in Thurston and Douglas County in June and statewide deployment is planned for later this year.

State of Washington  
**Decision Package (DRAFT)**

**Agency:** Justice Information Network  
**Decision Package Code/Title:** Program Office

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**Budget Period:** 2005-07  
**Budget Level:** Performance Level

RCW 10.98.200 expresses the intent of the Legislature that creation of a statewide network for sharing justice information would achieve the following:

1. maximize data and technology standards;
2. reduce redundant data collection and input;
3. reduce paper exchanges;
4. improve work flow;
5. provide complete, timely and accurate information to the justice community; and
6. maintain security and privacy rights.

In pursuit of these goals, the JIN Program Director has upgraded the JIN website ([www.jin.wa.gov](http://www.jin.wa.gov)) to provide more information about program activities, including detailed reports of JIN activities, links to federal, state and local sources of information, and various planning materials. The Program Director has also established a list serv for information exchange; created a weekly newsletter; established, with the help of the JIN Technical Advisory Group, a set of technology, design and security principles; and created a strategic plan for the 2005-07 biennium. Despite these accomplishments, there remains much to do in the area of awareness and communications that would benefit the community.

### **Proposed Implementation Plan**

A year after hiring a Director, the Board has recommended that the Program Office be established as a permanent part of DIS and that it be funded to fulfil the following duties:

- Support the Integrated Justice Information Board;
- Coordinate justice integration efforts statewide;
- Build and serve as a “knowledge center” for integration efforts;
- Provide an operational environment for Summary Offender Profile and future services.

The Board is planning for the full deployment of Phase 1 of SOP in late 2004. The JIN Program Office, with the support of DIS will continue to provide operational support until July 2005, so the application should be fully operational when state funding arrives. The personnel to be added will provide technical support for the operations of SOP and future services, and will also staff the creation of a Justice Knowledge Center for the state. The Knowledge Center will create and maintain JIN standards; serve as a clearing-house for justice information; create or facilitate the sharing of reusable software or planning templates; and oversee an awareness campaign for the Board. The proposed roles and responsibilities of the staff to be added, as well as the Program Director, are as follows:

State of Washington  
**Decision Package (DRAFT)**

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**Budget Period:** 2005-07  
**Budget Level:** Performance Level

**JIN Program Office, Roles and Responsibilities 2005-07**

Role	Responsibility
<b>Program Director</b>	Chief Executive Officer for Justice Information Board Prepare strategic plans and budgets for integration projects Research and aggressively seek funding Coordinate technical staff in support of JIN projects and applications; Prepare and implement a communications plan Coordinate JIN project activities Support subcommittees and workgroups Update RCW charge table
<b>Technology Officer</b>	Maintain JIN technical standards Develop and maintain JIN portfolio Manage JIN projects (SOP, network) Oversee support operations Develop and maintain services
<b>Communications</b>	Develop and maintain JIN website Build JIN knowledge base Produce JIN newsletter Oversee awareness efforts Identify and circulate grant opportunities Grant writing assistance

**Performance Effects**

The state budget for public safety in the 2005-07 biennium is just under \$3 billion. The tiny budget proposed for the JIN Program Office offers an excellent opportunity for the state to create the environment in which future IT projects in the justice community are more likely to succeed. The establishment of a Knowledge Center will reduce overall costs by facilitating efficient sharing of resource material, locally-developed software and other information. It will also help to ensure that state and local efforts fit into a long-term plan for integrated justice and are consistent with the Board's vision for integration. This request offers an inexpensive and prudent means of achieving the objectives set for JIN and creating the environment in which state and local entities can work together.

By consolidating multiple queries, SOP improves public safety and operational efficiency by providing more information in a comprehensive format. It will also help to protect state agencies from future liability by ensuring that all relevant information is readily available to all users.

**Narrative Justification and Impact Statement**

***How contributes to strategic plan:***

The mission of the JIN is to improve public safety by providing criminal justice practitioners with complete, timely and accurate information, and to improve operating efficiency by facilitating the integration of disparate systems throughout the State. The establishment of a JIN Program office creates the means to coordinate this mission and to provide services that benefit diverse elements of the justice community, whose business processes overlap throughout

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**Decision Package (DRAFT)**

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**Budget Period:** 2005-07  
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the system. It also establishes a home for Summary Offender Profile and future services that improve access to information and operational workflow. Funding this decision package will enable the Board to achieve its statutory objectives.

The JIN vision is not yet fully represented in the DIS strategic plan. The Board's recent decision for the Program Office to be housed at DIS, along with detailed goals and objectives for JIN, is reflected in the report to be filed with the Governor on September 1 (RCW §10.98.240). DIS has, however, provided basic support for integrated justice efforts, and JIN efforts are covered in the DIS Strategic Plan.

The JIN decision package supports DIS objectives 1, 5, and 6.

Objective 1: Ensure, secure and business continuity for government services;

Objective 5: Continue to aggregate IT demand price advantages; and

Objective 6: Continue sound, strategic business practices to improve efficiency and effectiveness.

The decision package keeps the JIN network and operations within a secure environment. It allows state and local entities to leverage existing infrastructure in the design and construction of a network and protocols for sharing justice information.

### **Performance Measure Detail**

#### **Goal 1.0 Maximize Data and Technology Standards**

	<b>FY 2006</b>	<b>FY 2007</b>
<b>Outcome Measures</b>		
1.1 Creation of JIN Technology and Design Principles Version 2 .	<b>Complete</b>	<b>Updated</b>
1.2 JIN Portfolio, Version 1.0.	<b>Complete</b>	<b>Updated</b>

**Goal: 2.0 Reduce redundant data collection and input;**

**Goal: 3.0 Reduce paper exchanges;**

**Goal: 4.0 Improve work flow**

**Goal: 5.0 Provide Complete, Timely and Accurate Information to the Justice Community .**

	<b>FY 2006</b>	<b>FY 2007</b>
<b>Outcome Measures</b>		
1.1 Number of SOP Users by the end of the year .	<b>500</b>	<b>1000</b>
1.2 Number of Customer Support Requests.	<b>&lt;200</b>	<b>&lt;200</b>
1.3 Number of data sources or services added.	<b>2</b>	<b>4</b>

#### **Goal 6.0 Maintain Security and Privacy Rights**

	<b>FY 2006</b>	<b>FY 2007</b>
<b>Outcome Measures</b>		
1.1 Development and approval of security model	<b>Complete</b>	

***Reason for change:***

State of Washington  
**Decision Package (DRAFT)**

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The steps proposed herein respond directly to the mandate of RCW §10.98.240. Funding the Program Office creates a central distribution point for services and information, which will increase efficiencies and reduce costs.

***Impact on clients and services:***

The deployment of SOP will provide a needed service to the justice community. SOP will increase access to information and improve processing efficiency. The establishment of a knowledge center will define the road ahead for the state and give state and local entities tools and services to facilitate success and interoperability at reduced cost.

***Relationship to capital budget:***

None.

***Required changes to existing RCW, WAC, contract, or plan:***

None.

***Alternatives explored by agency:***

Additional staff for the Program Office is the most cost-effective way to achieve the goals set forth in this package. Although the same tasks could be achieved through personal service contracts, this course of action would increase the required budget by nearly fifty percent.

The JIN Program has explored a number of possibilities for network architecture and program operations through two proof-of-concept projects (hub and spoke, enterprise service bus) and a series of educational sessions, as well as a number of possible maintenance models for Summary Offender Profile (various blends of DIS and outsourced customer and technical support). The current proposal is the most cost efficient and forward looking. It uses DIS infrastructure for connectivity and support in a manner that ensures quality service to the justice community while minimizing institutional risk for the JIN Program Office.

***Budget impacts in future biennia:***

- FY 2008 similar operational costs are anticipated for the Program Office, SOP.
- FY 2008 there may be added operational costs for future JIN services.

***Distinction between one-time and ongoing costs:***

The staffing costs in this decision package are ongoing and will appear in future budgets.

***Effects of non-funding:***

The effects of non-funding risk postponement of the deployment of an important public safety application in the field. The risks of not fulfilling this plan are clear. Continuation of the environment in which systems are not interoperable and access to information is impeded by operational inefficiencies is costly for the state, shadowed by the specter of missed opportunities and fraught with the risk of liability as a result of unrealized potential.

State of Washington  
Decision Package (DRAFT)

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**Budget Period:** 2005-07  
**Budget Level:** Performance Level

*Expenditure Calculations and Assumptions:*

**Revenues**

No revenue is expected during the initial deployment period for SOP. The application may produce future revenue after it has demonstrated its value to the justice community, or if a public query component is developed.

**Expenditures**

**Justice Information Network Program Office Budget Projection**

<b><u>Object Detail</u></b>	<b><u>FY 2006</u></b>	<b><u>FY 2007</u></b>	<b><u>Total</u></b>
A. Salaries	\$200,000	\$200,000	\$400,000
B. Benefits	\$38,000	\$38,000	\$76,000
E. Goods And Services	\$90,000	\$90,000	\$180,000
G. Travel	\$5,500	\$5,500	\$11,000
<b>Total Objects</b>	<b>\$333,500</b>	<b>\$333,500</b>	<b>\$667,000</b>

	<b>FY06</b>	<b>FY07</b>	<b>Total</b>
<b><u>Operating Expenses</u></b>			
Salary & Benefits (3 FTEs)*	\$238,000	\$238,000	\$476,000
Travel Expenses (Program Office)	\$2,500	\$2,500	\$4,800
Travel Expenses (Board Meetings)	\$3,000	\$3,000	\$6,000
Summary Offender Profile Hosting	\$90,000	\$90,000	\$180,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$333,500</b>	<b>\$333,500</b>	<b>\$667,000</b>

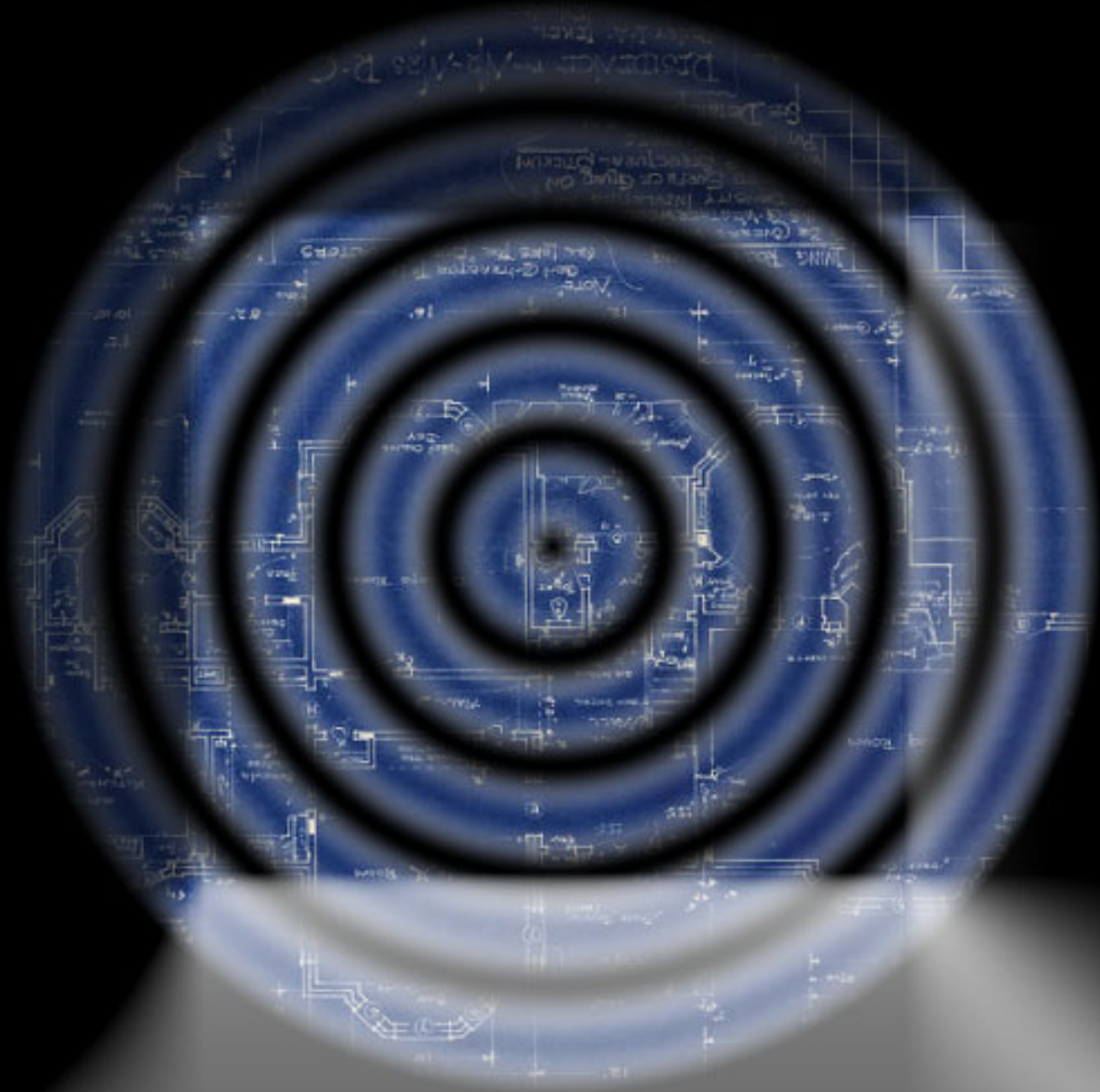




2005-2007 Strategic Plan

# ***Blueprint***

***Justice Information Network***





September 1, 2004

The Honorable Gary Locke  
Governor  
State of Washington  
Box 40002  
Olympia, WA 98504-0002

Re: Report on Integration of Justice Information in Washington

Dear Governor Locke,

The Washington Integrated Justice Information Board, established by Laws 2003, Ch. 104, is pleased to submit the enclosed report on the status and future of Washington's efforts to integrate justice information. As directed by the Legislature, this report includes goals for improving integration, a timeline and identifiable benchmarks for achieving those goals, and recommendations for funding to implement, operate, and enhance a statewide justice information network.

We believe the attached plan will increase public safety by significantly improving the ability to obtain complete, timely and accurate information, and to share that information among disparate state and local information systems. Operating efficiencies and reduction of operating costs will begin to be realized if we continue to work together to take the next steps as described in this plan.

Over the last fourteen months the Board has made demonstrable progress. In addition to hiring a Program Director to coordinate our efforts, we have assumed responsibility for the Summary Offender Profile application; developed Technology and Design Principles; begun a project to design the network and security model for information sharing; and started to build two Internet services to improve access to data from state repositories.

This plan builds on these successes and lays out a path forward that will produce tangible benefits for the justice community and the citizens of Washington. The Board unanimously endorses the plan and supports the 2005-07 budget request submitted by the Department of Information Services to fund the Justice Information Network Program Office and activities associated with justice information integration.

We ask for your support in our efforts to improve public safety.

As the law directs, copies of this report are being sent to Chief Justice Gerry Alexander, Senators Adam Kline, Bob McCaslin, Margarita Prentice and Joseph P. Zarelli, and to Representatives Pat Lantz, Tom Mielke, Al O'Brien, Barry Sehlin and Helen Sommers.

Sincerely,

Washington Integrated Justice Information Board

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Everett Billingslea  
Lynden, Incorporated  
Governor's Appointee

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Marty Brown, Director  
Office of Financial Management

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Steve Clem  
Douglas County Prosecutor  
WA Assoc. of Prosecuting Attorneys  
Co-Chair

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Terry Davenport  
Chief of Police, City of Shelton  
WA Assoc. of Sheriffs and Police Chiefs

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Christine Gregoire  
Attorney General

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Cathy Grindle  
King County District Court  
Judicial Information System Committee

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George Helton  
Director of Technology Services  
Yakima County  
Assoc. of City & County Information Systems

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Kathy Lambert  
Metropolitan King County Council  
WA Assoc. of Counties

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Joseph Lehman, Secretary  
Department. of Corrections

---

Janet McLane, Administrator  
Administrative Office of the Courts

---

Mike McVicker, Director  
Department of Information Services  
Co-Chair

---

Teri Nielsen  
Cowlitz County Clerk  
WA. Assoc. of County Clerks

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Lowell Porter, Chief  
Washington State Patrol

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Cheryl Stephani  
Assistant Secretary, Juvenile Rehabilitation  
programs, DSHS

---

Fred Stephens, Director  
Department of Licensing

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Denise Turner, Chief  
King County Sheriff's Office,  
Technical Services Division  
WA Assoc. of Sheriffs and Police Chiefs

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Bonnie Woodrow  
Administrator, Olympia Municipal Court  
Assoc. of Washington Cities

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The Honorable Thomas Wynne  
Snohomish County Superior Court  
Judicial Information System Committee

## Executive Summary

The 2005-07 Strategic Plan ushers in a new and groundbreaking phase for the Justice Information Network (JIN). With the consolidation of the two coordinating committees – Criminal Justice Information Act and Justice Information – into an Integrated Justice Information Board, JIN can move strategic initiatives forward with a new and empowered governance structure.

This Plan recognizes the need to build an enterprise architecture for the justice community in which legislation, policies and business practices are based on sound operating principles and design standards. An effective architecture will make it possible to integrate disparate systems with powerful new technologies and still protect the security of our criminal justice data and the privacy of our citizens. Every JIN project will reach for the right balance of technology, compliance with enterprise standards and autonomy for the JIN stakeholder.

In 2002, the Justice Information Committee commissioned a set of *Implementation Recommendations*. This document, which included a \$16 million plan for integration projects statewide and a set of models for data exchanges, has been a valuable resource tool in the creation of this Strategic Plan, although the recommendations outlined here are considerably more modest and incremental in approach.

In this Strategic Plan, we acknowledge that the current structure of the JIN Program Office is not financially sustainable – the Office depends on grant awards and agency contributions. Grants provide ample funds for development but do not provide the maintenance budget required for connectivity and ongoing support; agency contributions are subject to the disparities of mission mandates and available allocations. Clearly, RCW §10.98.240, by requiring that this report contain recommendations for needed appropriations, envisions funding to achieve the goals set out for the Board. Aligned with this vision, the JIN Program Office will submit a decision package to the Legislature for the 2005-07 biennium, as part of the DIS budget request.

### An enterprise approach for the justice community

The strategies outlined in this Plan look forward and yet preserve the basic framework of the criminal justice system we know today. The JIN model for justice integration takes an enterprise approach, provides services where appropriate; acts as a knowledge and information clearinghouse for the justice community; and, most importantly, preserves the majority of the work and financial commitment of justice integration with individual JIN constituents.

The Board, with support from the JIN Program Office, will move these four strategies forward.

**Design the Justice Information Network.** The architecture of the physical and logical flows of information within the justice community is the primary building block in the state's integration plan. Its design will establish a blueprint for connecting all JIN constituents.

**Develop technology and design principles.** In their preliminary form now, these principles provide an operating framework for the Board, which must square the need for interoperability and the importance of individual projects with the hazards of dictating behavior in a diffuse and diverse environment. The JIN Program Office will develop these principles into a comprehensive collection of recommended standards, templates and reusable components.

**Develop services in response to user demand.** It is imperative that, as the justice community integrates shared information into its business processes, discrete IT systems are empowered to communicate with each other. These interfaces are critical if JIN constituents are to reduce the amount of redundant data entry occurring now and improve the efficiency and integrity of data that travels from law enforcement to prosecutors to the courts and corrections.

**Maintain security and privacy rights.** A central premise of the Justice Information Network is that constituents should maintain control over their data and establish usage and dissemination policies that ensure security and protect privacy rights. In order to protect these rights, the Board has developed a set of security policies and will develop a security model for information sharing in the justice community.

The Board and JIN Program Office look forward to a future for integrated justice in Washington state marked by new challenges, clear successes, some setbacks and many lessons learned. Deficiencies inherent in our current practices and approach to security and integrated justice are exposed and under scrutiny as ongoing threats to national security have **thrown the spotlight on integrated justice. The JIN Strategic Plan establishes an operating framework that can adapt to the road ahead.**

Within the justice community, many state and local practitioners are looking to the Justice Information Network to provide leadership and assistance. The Board and the Program Office are poised to step into this leadership position. This Strategic Plan is a dynamic step, which leverages a new and exciting advantage. Even though recent advances in technology such as Justice XML, Web services and the development of cutting-edge middleware solutions have rendered obsolete much of the JIN planning efforts to date, this works to the state's advantage because integration goals can be achieved now faster and at lower cost than ever thought possible. Experience with the JIN proof-of-concept projects confirms that the benefits promised by these new technologies to the state are real and practicable.

There are risks associated with not implementing a comprehensive strategy for the JIN community. Maintaining stand-alone systems that are not interoperable and environments in which operational inefficiencies impede access to information is costly for the state. The potential for liability is ever-present; missed opportunities perpetuate **ineffective process and diminish results.** Integrated justice modernizes systems and builds partnerships. Access to shared information and resources can revolutionize the way criminal justice practitioners work together and make decisions day-to-day.

The 2005-07 Strategic Plan for Washington's Justice Information Network proposes solid, realistic advances toward integrated justice that bring the JIN mission closer to fulfillment. **This Plan will improve public safety and operating efficiency with the right tools and the right information at the right time for front-line law enforcement.**

## RCW §10.98.240

### Washington Integrated Justice Information Board Report.

The board shall file a report with the governor, the supreme court, and the chairs and ranking minority members of the senate and house committees with jurisdiction over criminal justice funding and policy by September 1, 2004, and not less than every two years thereafter. The report shall include **specific goals for improving criminal justice information systems integration, a timeline and identifiable benchmarks for achieving those goals, and recommendations concerning legislative changes and appropriations needed to implement, operate, and enhance a statewide justice information network** to assure the availability of complete, accurate, and timely justice information.

[2003 c 104 § 6.]

## Recommendations Summary

Specific goals for improving criminal justice information systems integration	<ul style="list-style-type: none"><li>► Support and maintain the Summary Offender Profile application.</li><li>► Develop a means to make state and local data sources available to all members of the justice community in compliance with established legal and security requirements.</li><li>► Empower the JIN Program Office to serve as a knowledge center for justice integration in Washington.</li><li>► Develop a secure Internet site for access to justice information, including Summary Offender Profile, future services.</li><li>► Develop an inventory of state and local IT systems, current and planned projects relating to integration.</li><li>► Require that automation or integration projects in the justice community conform to a fully-developed set of JIN Technology and Design Principles.</li></ul>
Timeline and identifiable benchmarks	<ul style="list-style-type: none"><li>► Summary Offender Profile, pilot deployment, Phase 2, August 2004</li><li>► Summary Offender Profile, statewide deployment, October 2004</li><li>► Complete Network Design, January 2005</li><li>► Summary Offender Profile, Phase 2, June 2005</li><li>► JIN Portfolio Version 1, January 2006</li><li>► JIN Technology and Design Principles Version 2, January 2006</li></ul>
Required legislative changes	None
<b>Appropriations 2005-07</b>	<b>\$667,000</b>



## Planned Conference Session Topics

Criminal History Records: Data Quality and Use Issues  
Criminal History Records: Using Emerging Technologies to Improve Data Quality  
Data Quality: Implications for Research Using Performance Measures  
Issues in Identifying and Implementing Best Practices  
Civil versus Criminal Justice  
Multistate Uses of Records  
Information Dissemination: Communicating to the Media, Policymakers, and the Public  
Cybercrime  
Identity Theft/Fraud  
Spatial Analysis  
Incident-Based Crime Reporting/NIBRS  
Juvenile Justice Research in the SACs  
Terrorism  
Project Safe Neighborhoods  
Examining Reentry Programs  
Illicit Drug Use in the 21st Century  
Law Enforcement Issues  
New Methodologies for Collecting Sensitive Data in Correctional Facilities  
Victimization  
Courts/Sentencing  
Domestic Violence  
Workshop: New Technologies for Data and Text Mining

## Who Should Attend?

Policy and decision makers trying to determine effective strategies in juvenile and criminal justice.

Program and project managers looking for the latest studies on cybercrime, identity theft, domestic violence, substance abuse, reentry, sentencing, Project Safe Neighborhoods, and terrorism.

Researchers and analysts interested in discussing evaluation methodologies, performance measures, and data quality issues, as well as using IBR data, spatial analysis, and criminal history record information to do research and formulate strategies.



## 2004 Conference Schedule

### Thursday, October 28

7:30 a.m. – 5:00 p.m. Registration  
8:00 a.m. – 5:00 p.m. Exhibits  
8:30 a.m. – 10:00 a.m. Conference Opening and Keynote Address  
10:00 a.m. – 10:15 a.m. Break  
10:15 a.m. – 11:45 a.m. Panel Sessions  
11:45 a.m. – 12:00 noon Break  
12:00 noon – 1:30 p.m. Awards Luncheon  
1:30 p.m. – 1:45 p.m. Break  
1:45 p.m. – 3:15 p.m. Panel Sessions  
3:15 p.m. – 3:30 p.m. Break  
3:30 p.m. – 5:00 p.m. Panel Sessions

### Friday, October 29

7:30 a.m. – 5:00 p.m. Registration  
8:00 a.m. – 2:00 p.m. Exhibits  
7:15 a.m. – 9:00 a.m. Continental Breakfast and Roundtable Discussion  
9:00 a.m. – 9:10 a.m. Break  
9:10 a.m. – 10:30 a.m. Table Sessions  
10:30 a.m. – 10:45 a.m. Break  
10:45 a.m. – 12:15 p.m. Panel Sessions  
12:15 p.m. – 1:45 p.m. Lunch on Your Own/BJS SAC Lunch  
1:45 p.m. – 3:15 p.m. Panel Sessions  
3:15 p.m. – 3:30 p.m. Break  
3:30 p.m. – 5:00 p.m. Panel Sessions

### Important Dates

Friday, October 8 — Hotel Reservation Deadline

Friday, September 24 — Early Conference Registration Deadline

### Conference Cancellation Policy

There will be a \$25 fee for conference registration cancellations received after September 24.

### Annual SAC Business Meeting Wednesday, October 27

## HOTEL AND TRAVEL INFORMATION

### The Renaissance Madison Hotel

515 Madison Street, Seattle, Washington 98104

Phone: 206-583-0300 (Reservations: 800-278-4159), Fax: 206-624-8125

The Renaissance Madison Hotel is the site of the BJS/JRSA 2004 National Conference. Located in the heart of downtown Seattle at Sixth and Madison, the Renaissance Madison is within a short walk of all major attractions, shopping, and commerce areas, including the waterfront, Pike Place Market, Pacific Place, Westlake Center, Pioneer Square, and Safeco Field.

Special rates of \$136 per night (or prevailing federal government per diem) for single and double rooms, plus applicable taxes (currently 15.6%) are available for reservations made by Friday, October 8. Please call the hotel at 800-278-4159 to make your reservation. To get the special conference rate, be sure to mention that you are attending the BJS/JRSA National Conference. Reservations made after October 8 may be at prevailing rates, and will be subject to general availability.

### Travel Information

To make your travel arrangements for the BJS/JRSA 2004 National Conference, call JRSA's travel agency, The Travel Place, at 1-800-227-4090 or 301-299-5018.

(Note: Joanne Myrland is our primary contact, but other agents can assist you.)

The hotel is about 12 miles from the Sea-Tac (Seattle-Tacoma) International Airport. Airport Express Gray Line provides ground transportation between the airport and the Renaissance Madison Hotel. The cost is \$8.50 per person one way or \$14 per person roundtrip. Reservations are not required; travel time is approximately 30 minutes. If you have other questions regarding Airport Express, call 800-426-7532, or visit the shuttle Web site at [www.graylineofseattle.com](http://www.graylineofseattle.com) (click on the Airport Express link).

Taxi service between the airport and the hotel is approximately \$28-32 per person; travel time is about 20 minutes.

**For other information on travel, visit the Sea-Tac International Airport Web site at [www.seatac.org/seatac](http://www.seatac.org/seatac).**

# BJS JRSA Pre- and Postconference Professional Seminars

## Tuesday, October 26

8:30 a.m. – 5:00 p.m.

### 1. Making Your Research Understandable to Policymakers and Practitioners: Using Plain English and Preparing Effective Exhibits

The best policies and most effective practices are based on scientific evidence, but policymakers and practitioners don't have time to read the full report, examine the data, and interpret the statistics. You must do that for them. This workshop will focus on how to translate sophisticated social science methods, charts, and graphs into clear, concise language and easy-to-understand images.

**Instructors:** Marianne Zawitz, Chief, Publication and Electronic Dissemination, Bureau of Justice Statistics, and Jolene Hernon, Publications Manager, National Institute of Justice

1:00 p.m. – 5:00 p.m.

### 2. Improving Analytics by Focusing on the Surrounding Activities

Offices with analytical responsibility typically devote most of their time to tasks that are not truly analytical. Such tasks include: data structure development, extraction transformation and loading, documentation, and data distribution and presentation. This course addresses the challenges these "surrounding activities" create for the typical analytical office. It proposes a framework and set of ideas that will likely help any office perform these activities in less time, thus freeing up time to focus upon the core analytical mission. Topics to be covered include: data structure alternatives; benefits of multiple levels of data structure; how to view the infrastructure development as a capital investment; how to match staff capability and software choices to the infrastructure development; the importance of modeling and metadata; and why abstraction in general, and object-oriented approaches in particular, offer important opportunities.

**Instructor:** Ken Krupski, Krupski Consulting, Olympia, Washington

1:00 p.m. – 5:00 p.m.

### 3. Mapping in Criminal Justice and the Move to the Internet

Mapping crime and criminal justice data has surged in the last decade as technological advances have allowed quick and easy production of visually striking maps. As the Internet becomes an access point for criminal justice information, a survey of crime mapping and the current state of Web-based mapping in criminal justice is timely. This seminar will: review the basics of using geographic data and geographic information systems (GIS) to map tactical and policy-oriented criminal justice data; survey and present several state-of-the-art Web-based applications that make use of online mapping and spatial data query; and provide an overview of technical requirements and steps for implementing Web-based mapping technology. Typical examples provided throughout will include crime hot-spotting, sex offender locators, underage drinking compliance, UCR crime statistics, community crime search engines, auto theft, and prisoner reentry.

**Instructor:** Joe Kabel, President, Looking Glass Analytics  
Olympia, Washington

## Wednesday, October 27

8:00 a.m. – 12:00 noon

### 4. Basic Evaluation Concepts and Methods

Evaluation is a powerful planning and management tool that plays a critical role in meeting demands for program accountability. This workshop will provide a basic yet comprehensive overview of program evaluation essentials. Participants will learn the critical concepts, key terms, and primary methods used in the evaluation of criminal justice programs. Basic evaluation theory and principles, logic models, performance measurement, process evaluation, and impact evaluation will be covered. Key considerations in managing an evaluation project and working with an evaluator also will be discussed. This seminar is a good introduction to the evaluation and performance measures seminars that follow.

**Instructor:** Roger Przybylski, President/Consultant, RKC Group,  
Lakewood, Colorado

8:30 a.m. – 5:00 p.m.

### 5. Using Data Mining in Criminal Justice Analysis

This course will introduce participants to the use of data mining techniques that can help them develop data models and use criminal justice data more effectively. In addition, the course offers the chance to work with state-of-the-art data mining software and learn how to apply it to solve real-world problems. The course includes a general introduction to data mining and its applications in a variety of disciplines and introduces the CRoss Industry Standard Platform for Data Mining (CRISP-DM) as a model for data mining projects. Participants who want to use the Clementine Data Mining software for "hands on" training will need to arrive promptly at 8:15 to have the software loaded on their laptops. Laptops must have a CD-Rom drive available, at least 85 MB of free disk space, and a minimum of 128 MB of RAM.

**Instructor:** Tim Daciuk, Services Manager, SPSS Canada

1:00 p.m. – 5:00 p.m.

### 6. Methods of Assessing Program Performance: Considerations for Selecting a Method

There are three major methods of assessing program performance: program monitoring, performance measurement, and evaluation. Understanding the differences between the three methods is important because of the differences in information provided by each, the resources and skills needed to use these methods, and the external factors that will influence the decision to select a particular method. The review of these differences will provide guidance to those responsible for making decisions regarding how to approach the assessment of program performance.

**Instructors:** Mary Poulin, Project Manager, and  
Ashley Nellis, Research Associate, Juvenile Justice  
Evaluation Resource Center, Justice Research and Statistics  
Association

## Saturday, October 30

8:30 a.m. – 12:30 p.m.

### 7. Contemporary Issues in Evaluation: Focus on Cost-Benefit Analysis and Evaluation-Specific Methodology

Are you looking to expand your evaluation horizons, or perhaps add a new method to your evaluation toolbox? This workshop is designed to keep you abreast of recent developments in evaluation and to provide you with a functional understanding of two important evaluation tools: cost-benefit analysis and evaluation-specific methodology. Participants will explore some of the hot topics and key controversies in evaluation, including the evidence-based programming movement, the current debate about scientific evidence and randomized experiments, and the emergence of economic evaluation and nontraditional methods. Evaluation-specific methodology and cost-benefit analysis will be discussed in detail, and participants will learn the fundamentals of both methods.

**Instructor:** Roger Przybylski, President/Consultant RKC Group,  
Lakewood, Colorado

### 8. Making the Most of the Internet: Presentation and Collection Tools to Support Your Program

Recent developments in technology and software applications have revolutionized the ability of organizations to present and share data, but government and public agencies have been slow to adapt to the Internet as a dynamic environment. This session focuses on methods for presenting program information on the Web, including a discussion of tools such as Web-based mapping and interactive map features, interactive search functions, and online data collection. This seminar will help you discover ways to make your Web site a focus of your professional community rather than just a page out of the phonebook.

**Instructors:** Matthew Perkins, Project Manager, and  
Jason Trask, Research Analyst, Justice Research and  
Statistics Association



## CONFERENCE REGISTRATION FORM

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Agency (or name of school if student) \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
E-mail \_\_\_\_\_

### JRSA Membership

Join JRSA and take advantage of member rates for conference and seminar registration!

Individual ☐ \$75 Institution ☐ \$300 Student ☐ \$40

### Conference Registration *Includes lunch on Thursday*

	By Friday, September 24	After Friday, September 24	
JRSA Member	\$195	\$220	\$ _____
Nonmember	\$295	\$320	\$ _____
JRSA Student Member	\$75	\$85	\$ _____
Student Nonmember	\$120	\$130	\$ _____
Student One-Day Rate	\$60	\$70	\$ _____
Spouse/Guest Fee	\$50	\$50	\$ _____

Spouse/Guest Name \_\_\_\_\_

Please select one: I will attend the lunch session on Thursday. ☐ Yes ☐ No

Special meal requirements: Vegetarian ☐ Other \_\_\_\_\_

### Pre- and Postconference Seminars

Note: Conference registration does not include the cost of pre- and postconference seminars.

Information on each seminar, with the day and time, is listed on the facing page.

#### Pre- and Postconference Seminar Fees

Half-Day Seminars—\$105 members/\$130 nonmembers

Full-Day Seminars—\$145 members/\$180 nonmembers

#### Tuesday Preconference Seminars

- ☐ 1. Making Your Research Understandable to Policymakers and Practitioners (Full Day) \$ \_\_\_\_\_  
☐ 2. Improving Analytics by Focusing on the Surrounding Activities (Half Day) \$ \_\_\_\_\_  
☐ 3. Mapping in Criminal Justice and the Move to the Internet (Half Day) \$ \_\_\_\_\_

#### Wednesday Preconference Seminars

- ☐ 4. Basic Evaluation Concepts and Methods (Half Day) \$ \_\_\_\_\_  
☐ 5. Using Data Mining in Criminal Justice Analysis (Full Day) \$ \_\_\_\_\_  
☐ 6. Methods of Assessing Program Performance (Half Day) \$ \_\_\_\_\_

#### Saturday Postconference Seminars

- ☐ 7. Contemporary Issues in Evaluation (Half Day) \$ \_\_\_\_\_  
☐ 8. Making the Most of the Internet (Half Day) \$ \_\_\_\_\_

**Seminar late fee: Add \$15 per seminar after September 24.**

**Cancellation fee: A \$25 fee will be applied for cancellations made after September 24.**

Late Fee \$ \_\_\_\_\_

### Payment Method

A check or purchase order made payable to JRSA for \$ \_\_\_\_\_ is enclosed.

Please bill my credit card: ☐ MC ☐ VISA ☐ AmEx ☐ Discover

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